



# **City Council Finance Committee Special Meeting Agenda**

**Tuesday, October 20, 2015**

**City Hall – Spruce Room**

**749 Main Street**

**6:00 p.m.**

- I. Call to Order
- II. Roll Call
- III. Approval of Agenda
- IV. Review of Fiscal Impact Model
- V. Adjourn

## **E-Mail Distribution List:**

Robert Muckle  
Jay Keany  
Ashley Stolzmann  
Hank Dalton  
Susan Loo  
Jeff Lipton  
Christopher Leh

Malcolm Fleming  
Heather Balser  
Kevin Watson  
Penney Bolte  
Graham Clark  
Meredyth Muth  
Rita Glova  
Dawn Burgess

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## **City of Louisville, Colorado**

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**SUBJECT: CITY-WIDE MARGINAL COST FISCAL MODEL**

**DATE: OCTOBER 20, 2015**

**PRESENTED BY: SCOTT ROBINSON, AICP, PLANNING AND BUILDING SAFETY  
DEPARTMENT**

**SUMMARY:**

The City contracted TischlerBise, Inc. to create a new marginal cost fiscal impact model to replace the City's current average cost model. The fiscal model is used to estimate the fiscal impacts of proposed development. The fiscal model takes proposed development by land use type (retail, office, residential, etc.) and other inputs and computes projected tax and other revenues and projected operational and capital expenditures.

The proposed fiscal model will be used by City staff in three areas:

1. Estimating City-wide fiscal impacts associated with various land use scenarios developed as part of any Comprehensive Plan Update, or Small Area Planning process;
2. Evaluating the municipal fiscal impacts anticipated with various proposed individual land development applications;
3. Clarifying the City's levels of service during City Council goal setting, budgeting, and long-range staffing analysis.

The consultant has agreed to create two models, one marginal cost model for City-wide planning and budgeting, and one average cost hybrid model for evaluating individual development proposals. The two models use the same assumptions of capacity and levels of service. The City-wide model was presented at the October 16 Finance Committee meeting, during which Committee members asked for some updates to be made to the model prior to being presented to the full City Council.

**NEW:**

The Committee asked for summaries of how outputs would change with different estimated available capacities for different capital facilities and operational units.

The available capital facility capacity applies to the determined marginal unit. Using trails as an example, the marginal units are measured in mile segments. Changes in available facility capacity only impact how soon the next mile segment will be needed. Once the first mile segment is added, the model resets to 100 percent available trail capacity, and calculates however many years it takes to require the next mile segment based on the growth in the development scenario. So for any capital facility with relatively low unit cost, adjusting the available capacity will have negligible impact.

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For trail miles, adjusting the available capacity does not impact how many additional miles are needed in the sample development scenario, just when they are needed, so there is no change in the facility costs or overall fiscal outcome.

Trails Available Capacity	20 yr Parks and Trails Costs	20 yr Total Fiscal Benefit
1%	\$26,753,000	\$62,166,000
10%	\$26,753,000	\$62,166,000
50%	\$26,753,000	\$62,166,000
90%	\$26,753,000	\$62,166,000

Using the Rec Facilities as an example, adjusting the available capacity impacts whether a new Rec Facility is needed at all. The cost for a new Rec Facility in the table below is less than what we expect for the new Rec Center because it is based on the average of the two facilities included in Rec Facilities, the Rec Center and Memory Square locker rooms.

Rec Facilities Available Capacity	20 yr Rec Facilities Costs	20 yr Total Fiscal Benefit
1%	\$6,459,000 (Year 2)	\$63,983,000
10%	\$6,459,000 (Year 12)	\$63,983,000
50%	\$0	\$71,870,000
90%	\$0	\$71,870,000

For operational capacities, staff chose to use the police officer category as an example. The model uses number of calls per police officer as the determinant of capacity. The table below shows a range of available capacity assumptions for police officers and the resulting costs and total fiscal benefits associated with the development scenario assumed.

Like the capital facilities marginal costs, the operational costs associated with different available capacities yields minimal differences. Each assumption does change the years in which additional police officers are needed. Because the salaries for the additional police officers are cumulative instead of one-time costs like the capital facilities, the timing of adding new officers does impact the final outcome.

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Police Office Available Capacity	20 yr Police Office Costs	20 yr Total Fiscal Benefit
1%	\$10,955,000 (Yrs 1, 10, 20)	\$52,464,000
10%	\$10,955,000 (Yrs 1, 10, 20)	\$52,464,000
50%	\$10,476,000 (Yrs 3, 10, 20)	\$52,923,000
90%	\$9,150,000 (Yrs 9, 10, 20)	\$54,249,000

The updated model will be available at the meeting for review. Attached are updated summaries of the capital facilities, their costs, and their estimated available capacities in the model, as well as the estimated operational capacities. **Facilities costs are based on the City's current insurance valuations.** Open space and neighborhood parks have also been added to the model. Staff requests the Committee request any final changes to the model and then vote to recommend approval so it may be presented to the full Council for adoption.

**ATTACHMENT(S):**

1. Capital facilities inventory
2. Capital facilities available capacity
3. Operational available capacity

## Community Park - Land

### Community Park - Land

	Total Acreage	Misc. Improvement Replacement Cost
1 Sports Complex	24.0	\$2,160,000
2 Community Park	11.0	\$990,000
3 Heritage	10.0	\$900,000
4 Cleo Mudrock	10.0	\$900,000
5 Annette Brand	10.0	\$900,000
6 Enrietto	9.0	\$810,000
7 Recreation Center	9.0	\$810,000
8 Memory Square	2.3	\$360,000
9 Cottonwood	9.0	\$1,725,000
10 blank		
11 blank		
12 blank		
13 blank		
14 blank		
TOTAL	94.3	\$9,555,000

### Community Park - Land

Average Size Per Park

10.48

## Community Park - Improvements

### Facility Type

	Units	Unit Price	Replacement Cost
1 Baseball/Softball Field	9	\$400,000	\$3,600,000
2 Athletic Court	7	\$50,000	\$350,000
3 Picnic Shelter	10	\$50,000	\$500,000
4 Restroom	4	\$125,000	\$500,000
5 Playground	7	\$100,000	\$700,000
6 Soccer/Football	1	\$300,000	\$300,000
7 Rec Center Swimming Pool	1	\$1,200,000	\$1,200,000
8 Skate Park	1	\$693,662	\$693,662
9 In Line Skating Rink	1	\$407,830	\$407,830
10 Memory Square Pool	1	\$250,000	\$250,000
11 blank			
12 blank			
13 blank			
14 blank			
15 blank			
16 blank			
<b>TOTAL</b>	<b>42</b>	<b>\$3,576,492</b>	<b>\$8,501,492</b>

### Community Park Cost Per Acre

Miscellaneous Improvements	\$9,555,000
Athletic Improvements	\$8,501,492
<b>TOTAL VALUE</b>	<b>\$18,056,492</b>
<b>Number of Park Acres</b>	<b>94.30</b>
<b>Cost Per Acre</b>	<b>\$191,479</b>

Recreation Facilities

	<i>Total</i>	<i>Replacement Cost</i>
	<i>Sq. Ft.</i>	
1 Recreation Center	57,400	\$12,067,000
2 In-Line Skating Rink		
3 Skate Park		
4 Arts Center	1,800	\$850,000
5 blank		
6 blank		
7 blank		
TOTAL	59,200	\$12,917,000

Cost per Square Foot	\$218
Average Size of Facility	29,600

Other Parks

- 1 Open Space
- 2 Neighborhood Parks

Acres	Cost per Acre	Replacement Co
695	\$101,325.56	\$70,421,261.93
65	\$101,325.56	\$6,586,161.19



## Municipal Facilities

<i>Facility</i>	<i>Square Feet</i>	<i>Cost Per Sq Ft*</i>	<i>Replacement Cost</i>
City Hall	14,741	\$293.86	\$4,331,786
Police Headquarters	23,912	\$176.12	\$4,211,276
Louisville Arts Center	6,000	\$199	\$1,194,000
City Services Building	46,107	\$310.15	\$14,300,000
			\$0
			\$0
			\$0
			\$0
			\$0
<b>TOTAL</b>	<b>90,760</b>	<b>\$265</b>	<b>\$24,037,062</b>

Library

Facility Type

- 1 Library
- 2 blank
- 3 blank
- 4 blank
- 5 blank
- 6 blank
- 7 blank

TOTAL

Sq. Ft.	Replacement Cost
32,229	\$11,414,390
32,229	\$11,414,390

Square Footage  
Cost Per Square Foot

32,229  
\$354.17

## Library Materials

	Units	Replacement Cost
1 Library Materials	91,432	\$1,379,709
2 blank		
3 blank		
4 blank		
5 blank		
6 blank		
7 blank		
TOTAL	91,432	\$1,379,709

*Library Materials* Service Area LOS

Costper Circulation Item

\$15.09

## Trails

	<i>Lane Miles</i>	<i>Cost per Mile</i>	<i>Replacement Cost</i>
1 Soft Surface	10.35	\$42,240	\$437,184
2 Hard Surface	15.95	\$223,872	\$3,570,758
3 blank			
4 blank			
5 blank			
6 blank			
7 blank			
8 blank			
9 blank			
10 blank			
TOTAL	26.3		\$4,007,942

Lane Miles 52.6  
 Average Cost Per Mile \$152,393

<b>Facilities Capacity</b>	
<b>Facility</b>	<b>Available Capacity</b>
Recreation Facilities	1
Community Park Land & Improvements	20
Trails	20
Library	25
Library Materials	1
General Government	10
Police Facilities	20
City Service Facility	20
Open Space	20
Neighborhood Parks	20
Arts Center	20

<b>Operational Capacities</b>			
<b>Position</b>	<b>Factor</b>	<b>Available Capacity</b>	<b>Remaining Capacity</b>
<b>General Government</b>			
City Clerk	Fixed	N/A	
Court Coordinator	Population	2	392 residents
City Manager	Fixed	N/A	
Deputy City Manager	Fixed	N/A	
Executive Assistant	Pop and Jobs	5	1558 residents and employees
Public Relations	Population	5	979 residents
Arts Coordinator	Population	5	979 residents
Economic Development	Jobs	5	579 employees
Deputy City Clerk	Fixed	N/A	
Records Management	Fixed	N/A	
HR Director	Fixed	N/A	
HR Analyst	Pop and Jobs	10	2513 residents and employees
HR Tech	Pop and Jobs	5	1558 residents and employees
IT Director	Fixed	N/A	
Systems Administrator	Fixed	N/A	
Network Administrator	Fixed	N/A	
IT Support Specialist	Fixed	N/A	
<b>Finance Department</b>			
Finance Director	Fixed	N/A	
Senior Accountant	Pop and Jobs	10	3117 residents and employees
Accounts Payable	Pop and Jobs	2	623 residents and employees
Accountant	Pop and Jobs	10	3117 residents and employees
Accountant Tech 1	Pop and Jobs	15	4675 residents and employees
Front Counter	Pop and Jobs	5	1558 residents and employees
Tax Manager	Fixed	N/A	
Tax Auditor II	Fixed	N/A	
<b>Planning and Building</b>			
Planning Director	Fixed	N/A	
Planners	Fixed	N/A	
Chief Building Official	Fixed	N/A	
Combo Building Inspector	Pop and Jobs	30	9350 residents and employees
Building Inspector	Pop and Jobs	30	9350 residents and employees
Admin Assistant	Fixed	N/A	
Plans Examiner	Fixed	N/A	
<b>Police</b>			
Police Chief	Fixed	N/A	
Record Tech	Fixed	N/A	
Division Commander	Fixed	N/A	
Sergeants	Fixed	N/A	
Police Officers	Calls for service	50	297 calls for service
Law Enforcement Tech	Calls for service	10	1484 calls for service
Code Enforcement Officer	Pop and Jobs	25	3896 residents and employees
<b>Public Works</b>			

Facilities Maintenance Manager	Fixed	N/A	
Maintenance Tech	Fixed	N/A	
Building Maintenance Tech	Facility SF	50	19327 SF of City facilities
Public Works Director	Fixed	N/A	
Admin Assistant	Fixed	N/A	
City Engineer	Fixed	N/A	
Engineer III	Fixed	N/A	
Civil Engineer III	Fixed	N/A	
Water Resource Engineer	Fixed	N/A	
Construction Inspector	Fixed	N/A	
Engineering Assistant	Fixed	N/A	
Operations Manager	Fixed	N/A	
Operations Foreman	Fixed	N/A	
Operations Tech	Lane Miles	2	4 lane miles
Admin Assistant	Fixed	N/A	
Mechanic	Pop and Jobs	50	15584 residents and employees
<b>Library</b>			
Library Director	Fixed	N/A	
Public Services Supervisor	Population	2	392 residents
Support Services Coordinator	Population	25	4897 residents
Circulation Supervisor	Population	20	3918 residents
Librarians	Population	15	490 residents
Teen Services Coordinator	Fixed	N/A	
Museum Coordinator	Population	5	979 residents
<b>Parks &amp; Rec</b>			
Parks & Rec Director	Fixed	N/A	
Admin Assistant	Fixed	N/A	
Projects Manager	Fixed	N/A	
Parks Superintendent	Fixed	N/A	
City Forester	Fixed	N/A	
Arborist	Park Acres	N/A	
Rec Superintendent	Fixed	N/A	
Rec Manager	Fixed	N/A	
Rec Supervisor I	Fixed	N/A	
Marketing & Promotions	Fixed	N/A	
Facility Assistant	Fixed	N/A	
Rec Supervisor II	Fixed	N/A	
Head Lifeguard	Fixed	N/A	
Community Resource Coordinator	Fixed	N/A	